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FIRST IMPRESSIONS THROUGH THE CONSTRUCTS
OF IMPRESSION MANAGEMENT

A Thesis
Presented to the
Faculty of
California State University,
San Bernardino

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts
in
Interdisciplinary Studies

by
Amber Joy Wilson
September 2005

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Approved by:



Dr. Eric Newman, Chair, Marketing

Date 6/9/05



Dr. Risa Dickson, Communication Studies



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ABSTRACT

This study examines the social intelligence process through the constructs of self-monitoring and impression management. With these terms set in place, this study observes how first impressions of a hotel experience can influence a guest's interpretation of a hotel stay. Two hundred and nine Ayres Suites guests responded to a questionnaire that asked the guests to state what impressions first impressions form during their hotel experience.

Self-monitoring is an individual difference that refers to one's ability to accurately read social situations; it controls one's expressive behavior. Impression management refers to the behaviors used by individuals to influence the impressions that others have of them.

This research examines how first impressions are formed in the hotel setting, and how guests' attitudes are formed based upon the brand and sales of the hotel. The guest may be partial to the brand or this may be a new experience. This judgment of the brand is automatic and assigned value to the brand; it begins to form the moment the guest steps into the hotel. The initial first impression is done from the guest's perspective. Other

impressions are based on the hotel staff and the overall impression of the hotel as a whole. This combination determines how the guest feels about the hotel experience and if the first impression results in a lasting opinion. The cluster of social intelligence shows how social skills relate to the ability to recognize and regulate emotions and the ability to influence others' emotions through control and intimidation.

This study further shows how the behavior in the work atmosphere is itself dependent on the role of social behavior in forming relationships and teamwork to achieve positive recognition from those the workers wish to impress. In addition, it examines how established impression management tactics are used in combination with gender roles, ethnicity, and social skill, including social membership. The study reveals that the data demonstrates that both gender and self-monitoring play a role in determining the pattern individuals are likely to use.

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CHAPTER ONE

INTRODUCTION

"When an individual appears in the presence of others, there will usually be some reason for him to mobilize his activity so that it will convey an impression to others which it is in his interests to convey" (Giles, 2000, p. 96). This process explains how influence expresses the message one is trying to portray.

"Impression Management demonstrates how people's behavior is managed through a process of manipulation to establish and gain control through a sense of power in order to obtain influence over a person" (Tedeschi, 1976, p. 60). People form impressions of others and manage impressions of themselves at the same time. The goal is to portray identity in order to obtain particular outcomes in an interaction setting.

The role-taking process is necessary when a person tries to meet the expectations of others. "It is shown that with the use of impression management in social situations, people manage setting, behavior, gestures and appearance to correspond to the impressions they are trying to make or the image they are trying to project" (Turnley, 2001, p. 100). "In society, we tend to like

others who provide us with positive reinforcements in return for flattery, social approval or other forms of positive feedback" (Tedeschi & Riess, 1981, p. 150). Using these techniques, one would establish power and influence over the person with whom they plan to target.

Through the process of conformity, one who expresses the opinion of conformity does this to increase the target's attraction by doing favors in exchange for credit to gain acceptance. Intimidation is an important strategy designed to enhance the credibility of one's threats and to comply.

According to self-presentation theory, people manage impressions; they try to avoid blame to gain credit. How a person is perceived affects the person emotionally and is demonstrated through their interpersonal behavior.

"Impression management shows how personal behaviors such as conformity, interpersonal attraction, aggression and perception are demonstrated in everyday life" (Allen, 1965, p. 55). Given the range of possible behaviors, such management requires many different forms of social skills. "A professional impression manager is first a skilled actor; they also must require sophistication through the knowledge of behavioral choices they chose to obtain"

(Tedeschi & Riess, 1981, p. 150). Impression management is learned behavior.

People tend to seek status in every day life. In general, members of society like to be held in high esteem by others. Status tends to provide power and this power enables one to obtain rewards.

People will be motivated to manage their images if the impressions they make are related to the goals they seek. "The extent of contact with the supervisor, and whether the subordinate expects future interactions with his or her supervisor are critical elements in impression motivation" (Braver & Barnett, 1974, p. 691). Yet another factor is that some people are simply more motivated than others to manage the impressions people form of them. "Self-monitoring, or the extent to which one observes and controls expressive and self-presentational behaviors, has been demonstrated to be related to impression management" (Tedeschi, 1981, p. 160)..

This study considers whether individuals attempt to influence based on the image their clients have of them using the various impression management tactics. The results support the theory that, not only do individuals differ in how they use their strategies, but they also differ in how they use their behavior. Test results show

that, generally, individuals who use impression management tactics in an aggressive manner are viewed as less desirable by others. The study attempts to demonstrate the gender differences resulting from positive and negative behavior.

CHAPTER TWO

REVIEW OF LITERATURE

This chapter presents a review of the existing literature on the items utilized in this study. First, a summary of relevant impression management interaction research is offered, followed by an analysis of how that relates to self-monitoring behavior in the workplace. Second, a discussion of consumer attitudes toward the brand is presented. The brand in this case is the hotel and its employees. Following the literature review, research questions are presented.

Impression Management

"We live in the Age of Information, so it is not surprising that the use and control of information plays a central role in each of our lives" (Cady & Fandt, 2001 p. 190).

Impression management is the goal-directed activity of controlling or regulating information in order to influence the impressions formed by an audience. Wayne stated the following:

Through impression management, people try to shape an audience's impressions of a person (e.g., self, friends, enemies), object (e.g., a

business organization, a gift, a consumer product), event (e.g., a transgression, a task performance), or idea (e.g., pro-life versus pro-choice policies, capitalism versus socialism). When people are trying to control impressions of themselves, as opposed to other people or entities, the activity is called *self-presentation*. (Wayne, 1995, p. 205)

The research attempted focuses attention on the fact that impression-management behaviors can help individuals achieve greater career success. However, current research shows that impression management can sometimes have negative consequences. This project addresses the way that impression management attempts may be interpreted differently based on the gender of the person using the specific tactic - a factor not mentioned in the prior research.

Impression Management Psychology

This research explores the social psychology of impression management. Findings focus on theory and research dealing with the nature and implications of the regulation of information. Much of the existing social psychology literature deals with strategic self-presentation designed to advance the self-interests

of the actor. At one level, this literature provides insights into the "gamesmanship" of interpersonal behavior, looking at how people use and conceal information to accomplish their objectives.

Behavior as an Attitude

Shimp made the following statement in regards to attitude toward a brand:

Attitudes are hypothetical constructs; they cannot be seen, touched, heard, or smelled. Because attitudes cannot be observed, a variety of perspectives have developed over the years in attempting to describe them. The term attitude will be used here to mean a general and enduring positive or negative feeling toward or evaluative judgment of some person, object, or issue. (Shimp 2000, p. 119)

Attitude Change Theory

1. Three Approaches to Decision Making - How do attitudes influence our behavior and decisions? Four ways of thinking about the choice process can be described. This project uses the example of the selection of a new employee from among three potential candidates. These three pure approaches and

affirms or disaffirms the self-concept of the decision maker has a strong impact on the decision maker's affect response to the candidate.

- C. Evaluation Approach - Attitudes are often stored in the form of evaluations without the cognitive and affective information that acted to form the evaluation. Using this approach, candidates are rank ordered on the basis of evaluation, that is, the overall evaluation of goodness or favorability.
- D. Mixed Models - The cognitive (thinking) and the affective (feeling) represent pure types rarely experienced and act to anchor ends of a theoretical continuum. "The Cognitive/Affective and Affective/Conflict sections of the continuum represent conflict between cognitively based rankings and affectively based ranking. Individuals represented by these types experience both types of rankings, but find them to conflict. The C/A type tends to resolve this conflict by using the cognitive ranking, while the A/C type would tend to rely the affective ranking" (Scholl, 1999, p. 360).

Scholl explains further:

Evaluations are often considered the central component of attitudes. Evaluations consist of the imputation of some degree of goodness or badness to an attitude object. When we speak of a positive or negative attitude toward an object, we are referring to the evaluative component. Evaluations are a function of cognitive, affect and behavioral intentions of the object. It is most often the evaluation that is stored in memory, often without the corresponding cognitions and affect that were responsible for its formation. (Scholl, 1999, p. 375)

The effect of getting consumers to want the product depends on the length of exposure to the stimulus celebrity connected with the stimulus product, and depends on the setting grabbing the consumer's attention. Over time the effect will be lost; that's called the "sleeper effect." But if the advertisements continue, the association between celebrity and product will be reinforced over time. E. Jones states it like this: "An attitude object may take on certain stimulus attributes by

virtue of its association with some other attitude object" (Jones, 1964, p. 680).

In regards to politics, Colin Powell gained prestige as a General during the Persian Gulf War. He was viewed as an important component to the Bush cabinet. People relate to Colin Powell and hope to trust him. The impression he sends to the country impacts the public view of his political career. He brings into the office a sense of power with an understanding approach of justice. "We often judge such attempts to identify the idea or product being proposed by looking at the perceived value system of the person who advocates the idea or product. If I believe that I agree with Powell's value system, then I am more likely to take his word for an idea or project. But if the idea later proves to be destructive, Powell stands to lose some of my trust. So, it's risky, supporting other people's projects" (Jones, 1964, p. 686). The public relies on officials to be fair and to share the same value system.

Brand Awareness

"Tracking studies measure the change in an audience's brand awareness and attitude before and after an advertising campaign. Any change in awareness or attitude

is usually attributed (rightly or wrongly) to the advertising effort" (O'Guinn, Allen, & Semenik, 2000, p. 190). This explains how attitude changes with the perspective of the brand that is being portrayed.

Examples of Impression Management

Politics provide a highly-visible example of the use of impression management. "The political arena provides a stage for the conscious and systematic application of ideas about how to sell people and ideas" (Drummond, 1993, p. 5). Politicians use forms of impression management to develop a bond of trust in a public forum. "The common thread through all of this is the notion that, to survive and prosper, we must get people to form the right impression, about us and the things we care about" (Mohamed, 2002, p. 12). The desired goal is to form trust in order to succeed.

It is explained that behavior has several different aspects of understanding through the use of managing impressions. "Impression Management can also be for those who fear negative evaluation" (Drummond, 1993, p. 5). Individuals bring these characteristics with them to the organization and may either be reinforced or may undergo adjustment within the organization. Specifically, it is expected that guests are likely to manage their

impressions when employees exhibit the following *characteristics*: their behavior is perceived as highly public, they expect a high degree of contact with their supervisor, they perceive their supervisor to hold extensive control over reward allocation, they are high self monitors, and they have a high need for approval. The outcome depends on whether there will be an interaction between work colleagues and the gender differences existing in the environment.

This research examines the work environment in light of demonstrated individual characteristics. We simply cannot reveal everything about ourselves to a particular co-worker; it is impossible.

"We must edit the information to make it germane to the occasion. It may take just as much social skill to create an accurate impression as to create a misleading one" (Drummond, 1993, p. 10). "In fact, research has shown that people who have better acting skills also are more successful at presenting themselves accurately to others (e.g., who have the smallest discrepancies between their own self-evaluations and the evaluations of them by their friends)" (Snyder, 1982, p. 60). Impression management also can be used for beneficial ends. "Although people act in ways that advance their own self-interests, they also

seem to regulate information in order to support and protect the identities of others, to make others feel good, to help others cope, and to inspire them to seek new challenges" (Tedeschi, 1971, p. 690).

Impression Management as a Behavior

Research indicates that individuals often engage in behaviors designed to influence the way others perceive them. Prior research shows how specific impression management behaviors influence the ways in which individuals are perceived by others. However, previous research has not examined the effects of using various impression management tactics in combination with the self-monitoring process. This present study examines three goals that are monitored. 1) This research seeks to better understand the role that gender plays in the impression management process. 2) The research further shows how brand awareness can instantly result in formation of an opinion about the experience. 3) Lastly, this research helps to evaluate how a first impression can make a lasting impression.

CHAPTER THREE

METHODOLOGY

The primary data for this research involves information collected from surveys at the Ayres Suites in Ontario California. This European-style boutique hotel offers the comforts of home to entice business travelers. Although it lacks in name recognition, it is popular with Southern California. This location was selected due to accommodating the needs of the target market. Questionnaires were completed by 209 hotel guests. Participants ranged in age from 21 to 60 years of age. Of those individuals, the demographic percentages were male 52.9 % and female 45.9%. According to the results, the typical person surveyed is a married male between the ages of 30-49 who spends 30 days or less in a hotel.

In quantitative research, sampling requires researchers to use their special knowledge in selecting research environments. For this study, it is necessary to intentionally target a location that has enough employees to sample since the focus of this research involves only front desk employees and managers. Through observations in each department, the observer obtains information on the working patterns relating to images portrayed by the

employees to the guests. This is accomplished by taking on differing roles with various behavior strategies used in quantitative research.

Thus, the time and effort involved to complete this study validates the data and offers more creditability to the research. Second, the relationships are evaluated by gender, impression management, and the work performance.

In this sample, data is collected from the 209 respondents surveyed. From a demographic informative perspective, this demonstrates the performance level and change in behavior as the level of impression management is enhanced.

Wayne's (1987) Impression Management subordinate's impression management behavior was used. Focus is on the measurement of employees, the behaviors and contact with the guests. The three sub-scales (IM) are used. They are developed for publicity of others, desire to be liked, and allocation. Snyder's (1982) self-monitoring scale and personal characteristics are also used for the measurement.

Almost all of the items are positively related to the employee-focused and/or self-focused impression management sub-scales. Additionally, the regressions of those items on the guest/client- and job-focused IM offer support for

the impression motivation portion of the Leary and Kowalski (1990) model. Many organizations within the department have already begun involvement in training workshops on self-presentation. Researchers and managers have mutual interests in the study of the phenomena of impression management in leisure service organizations.

First, an analysis is conducted to determine the relationship between impression management scale scores and overall performance. Two additional studies investigate the relationships between impression management and specific facets or dimensions of performance. In one of these two studies, the relationship between impression management scores and ratings on the performance facets will investigate how the teams of employees are affected.

Below are four sequences of questions raised that expand on the use and formulation of the impression management process as it relates to the study of self-monitoring behavior through the use of impression management in the workplace.

1. The purpose of this research is to expand the manner in which the use of impression management is measured based upon the prevalence of the behavior used by hotel employees and guests. This study addresses the

impact of the items on the role of social behavior in forming relationships and working as a team in order to achieve positive recognition by employees and the guests.

2. In order to formulate the data for this study, the role of gender in the hotel is considered. Visual expressions and body language can be an indication of how the behavior is being altered. Perhaps verbal word usage is a direct way of knowing how the person feels in a given situation. The actor in this case has the option of voicing the strategy in order to sway guests to accept the behavior. These behavioral strategies are expressed by the person performing the task.

The results suggest that women who manage impressions by using intimidation are perceived as more likable and friendly by guests. This makes them more likely to receive positive comments and recognition. These findings are consistent with the mentioned predictions of the social-role theory suggesting that women who engage in counter stereotypical types of impression management behavior are viewed in this manner.

3. Given the circumstances involved in the impression management process, the focus is on what outsiders think when watching this behavior unfold. While watching the behavior they look for other amenities offered by the

hotel, as well as its décor, smell, and the ambiance. Whether anyone else notices this behavior taking place probably depends on whether a guest draws attention to the situation. The guest might give off several signs that others could notice. This depends on if the guest acts on the impression and makes a statement to management.

4. The guest needs to be aware of the actions being demonstrated in order to make the process work correctly. The questions still remain: To what degree are guests aware of the process? Do others recognize the process involved?

The purpose of managing impressions is to find out if impression management works. It is measured as a whole, given the expectations of the research. The perception is evaluated as each process is accomplished. The actor can perceive the outcome of the research as a hypothesis, but, when the study is completed, an overview is done to see if the behavior styles measure up to what is expected.

CHAPTER FOUR

RESULTS

A frequency analysis is conducted to show results. A 36-question survey is utilized to address the hypothesis proposed in this study. A total of 209 hotel guests are studied.

Perception

The first question deals with guest perception. It is proposed to determine if a guest has an instant opinion of their hotel experience.

Item 1: When you check into a hotel you can instantly determine if you will have a pleasurable experience

As shown in table 1, according to those surveyed, 70% agree that they can instantly determine if they will have a pleasurable stay.

Table 1. Instant Hotel Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	1.0	1.0	1.0
Disagree	17	8.1	8.1	9.1
Neutral	44	21.1	21.1	30.1
Agree	81	38.8	38.8	68.9
Strongly agree	65	31.1	31.1	100.0
Total	209	100.0	100.0	

Item 2: I judge my stay on how well I am treated by employees

As shown below, 64.7 agree that they judge their stay based on how they are treated by hotel employees. Those surveyed feel that personal attention makes a difference in enjoying the overall experience.

Table 2. Employee Treatment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	1	.5	.5	.5
Disagree	21	10.0	10.1	10.6
Neutral	51	24.4	24.6	35.3
Agree	64	30.6	30.9	66.2
Strongly agree	70	33.5	33.8	100.0
Total	207	99.0	100.0	
Missing System	2	1.0		
Total	209	100.0		

Item 3: I always remember when I am helped by a member of the opposite sex

Table 3: shows that 34.5% are in agreement that they remember the gender of the front desk clerk. On the other hand, 43.6% stated that the gender of the person assisting them makes no difference.

Table 3. Employee Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	39	18.7	18.9	18.9
Disagree	52	24.9	25.2	44.2
Neutral	43	20.6	20.9	65.0
Agree	48	23.0	23.3	88.3
Strongly agree	24	11.5	11.7	100.0
Total	206	98.6	100.0	
Missing System	3	1.4		
Total	209	100.0		

Item 4: I act differently when I am away from home

Table 4: demonstrates that 47% agree that they act differently when they are traveling. Those surveyed feel strongly that their attitude changes when they're aware of their surroundings.

Table 4. Hotel Behavior

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	17	8.1	8.1	8.1
Disagree	35	16.7	16.7	24.9
Neutral	59	28.2	28.2	53.1
Agree	64	30.6	30.6	83.7
Strongly agree	34	16.3	16.3	100.0
Total	209	100.0	100.0	

Item 5: I will stay at the same hotel each time I travel

Table 5: Gives an example of those surveyed. 80% disagree that they stay at the same hotel and are not brand loyal. It may be significant that many of those

surveyed may not be responsible for selecting the hotel used. (See Table 5, below.)

Table 5. Hotel Attendance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	81	38.8	38.8	38.8
Disagree	41	19.6	19.6	58.4
Neutral	47	22.5	22.5	80.9
Agree	27	12.9	12.9	93.8
Strongly agree	13	6.2	6.2	100.0
Total	209	100.0	100.0	

Item 6: I am comfortable staying anywhere as long as it is clean

Table 6: According to the data, 26% are not concerned solely about the cleanliness of the room.

Table 6. Guest Comfort

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	29	13.9	13.9	13.9
Disagree	25	12.0	12.0	25.8
Neutral	66	31.6	31.6	57.4
Agree	40	19.1	19.1	76.6
Strongly agree	49	23.4	23.4	100.0
Total	209	100.0	100.0	

Item 7: I select the hotels that I stay at

Table 7: Of the sample, 56.5 % answered that they agree that they personally select the hotels of choice.

Table 7. Hotel Selection

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	18	8.6	8.6	8.6
Disagree	26	12.4	12.4	21.1
Neutral	47	22.5	22.5	43.5
Agree	48	23.0	23.0	66.5
Strongly agree	70	33.5	33.5	100.0
Total	209	100.0	100.0	

Attitude

Item 8: I watch movies when I travel

Table 8: In this sample, 38.3% stated that they do not watch movies when they travel.

Table 8. Movies Watched when Traveling

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	33	15.8	15.8	15.8
Disagree	47	22.5	22.5	38.3
Neutral	61	29.2	29.2	67.5
Agree	46	22.0	22.0	89.5
Strongly agree	22	10.5	10.5	100.0
Total	209	100.0	100.0	

Item 9: I use the fitness center at a hotel

Table 9: According to those who answered, 68.5% are users of the fitness center when they stay at a hotel.

Table 9. Fitness Use

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	14	6.7	6.7	6.7
Disagree	19	9.1	9.1	15.8
Neutral	33	15.8	15.8	31.6
Agree	81	38.8	38.8	70.3
Strongly agree	62	29.7	29.7	100.0
Total	209	100.0	100.0	

Item 10: I seek out locals for recommendations on places to go

Table 10: It is stated that 44% of hotel guests seek out locals for recommendations when they are out of town.

Table 10. Contact with Locals

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	22	10.5	10.5	10.5
Disagree	31	14.8	14.8	25.4
Neutral	64	30.6	30.6	56.0
Agree	70	33.5	33.5	89.5
Strongly agree	22	10.5	10.5	100.0
Total	209	100.0	100.0	

Item 11: What is your overall attitude towards Ayres Suites as a brand

Table 11: The Ayres guests that are brand loyal total 89.4%. These guests prefer staying at an Ayres Suites when traveling.

Table 11. Brand Awareness

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	1.0	1.0	1.0
Disagree	1	.5	.5	1.4
Neutral	19	9.1	9.2	10.6
Agree	85	40.7	41.1	51.7
Strongly agree	100	47.8	48.6	100.0
Total	207	99.0	100.0	
Missing System	2	1.0		
Total	209	100.0		

Item 12: On the average how many nights a year do you spend in hotels

Table 12: The survey finds 60% of the subjects spend 20 days or less traveling, 81.2% spend 30 days or less, and 29% spend 10 days or less in hotels.

Demographic Information

Gender: Male-52.9%

Female-45.9%

Age: Sixty percent (60%) of those surveyed are between the ages of 30 and 49.

Table 12. Gender Statistics

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	109	52.2	52.9	52.9
Female	96	45.9	46.6	99.5
4	1	.5	.5	100.0
Total	206	98.6	100.0	
Missing System	3	1.4		
Total	209	100.0		

Martial status:

Single: 35.9%

Married: 41.1

Divorced: 21.5

Item 13: Average gender of males surveyed is 52.2% verses the 45.9% of females that ranged in the 81.2% subjects that spend 30 nights or more in a hotel.

Table 13. Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	75	35.9	36.4	36.4
Married	86	41.1	41.7	78.2
Divorced	45	21.5	21.8	100.0
Total	206	98.6	100.0	
Missing System	3	1.4		
Total	209	100.0		

CHAPTER FIVE

DISCUSSION

The purpose of this study is to show that impression management can result in an instant impression recognized by the client when he or she checks into a hotel. Once the impression is formed attitude change theory takes place in changing the individual's view on the situation. There are many instances that create a first impression.

First impressions are derived from impression management theories. According to theorists,

Behavior is determined by the situation (situated identities). One's social identity refers to the way people are defined and regarded in social situations. Social identities are broken down into situated identities (identity specific to particular interactions with particular others) self concept - a theory a person constructs about him/her social identity theory looks at aspects of an individual's sense of self based on his/her group identities. (Mohamed, 2002, p. 12)

This study is broken into two parts. First, it is explained how a first impression can immediately be formed

once a guest checks into a hotel. Second, the study considers how the hotel amenities and the attitude toward the brand affect the guest's opinion and impact the experience. The results show that guests form their first impressions instantly. The research demonstrates how the guest perceives his or her stay in a hotel.

The research calls for a look at impressions based on perceptions. This research expands the manner of how the use of impression management is measured based upon the prevalence of the behavior used by hotel employees and guests. Throughout the study, many items of the role of social behavior on how hotel guests and employees form relationships are discovered. It is determined that guests notice hotel employees and, at times, have a preference as to what person assists them during their stay. This example demonstrates the role social behavior plays and how a positive recognition is formed that will, in turn, make an impression.

There are two additional studies that investigate the relationship between impression management and specific facets or dimensions of performance. In one of these two studies, the relationship between impression management scores and ratings on the performance facets are tested. It is shown that a team of employees is affected by the

interaction of the studied experience. It is questioned whether impression management scales predict job performance as it pertains to interpersonal interactions. The results show that there is a level of understanding and social desirability among the guests and hotel employees. This confirms that there is a high level of brand awareness and guest satisfaction.

The data indicates that gender plays a strong role in the subjects of the research. It is apparent in formulating the data that the gender of hotel employees and the guests affect how the guests interpret the hotel experience. Visual expressions and body language are strong indicators of how the behavior is perceived and understood. Word usage is a direct way of knowing how the guest feels in each situation. These demonstrations of behavior are accepted as learned behavior as it is being performed.

The results further prove that impression management helps form a first impression of a hotel experience. Much of the focus is on how the behavior forms. As behavior is being observed, the research also focuses on what amenities guests look for and what the hotel offers in its décor, smell and ambiance. The senses instantly forecast what the guest will find at the hotel. The results show

that most of the guests are quiet about their findings and manage their impressions.

The consistency of this study is the awareness of the first impression. The guest needs to be aware of his or her actions and is willing to offer an open-minded opinion. There is interaction between fellow guests and hotel employees that help develop the necessary awareness as the study is taking place.

It is stated that there is a discrepancy between impression management scales, job performance and guest awareness. The research study proves that there is a positive correlation between interpersonal interaction and guest awareness. This explains how the awareness is formed and communicated between all parties involved. Given this setting, perception is a valuable selling strategy that reflects an increase in hotel occupancy.

The main purpose of this study is to make professionals aware of impression management by formulating a first impression. The opinion of those surveyed shows that this task is being accomplished and proven successful. Future research will show that impression management has a lasting impact on the perceptions of a guest. The results measure how one's performance and attitude outweigh the general opinion that

is usually delayed. This then gives concentration to an instant impression that is known in this case to be a first impression.

APPENDIX
QUESTIONNAIRE

First Impressions Survey

In this study we are looking at first impressions. This questionnaire will take approximately 5-10 minutes to complete. Please be aware that all of your answers will be held in confidence by the researcher. Your participation in this study is completely voluntary and thank you for taking the time to complete this survey.

Instructions: For each of the statements below, please circle or mark the number that best corresponds to your level of agreement to the following statements using the following scale:

Do you feel that people judge you based on first impressions?

Always 1 2 3 4 5 Never

I change my attitude based on the current situation?

Always 1 2 3 4 5 Never

How many times do you try to get attention from others on an average day?

- 1-2
- 3-4
- 5-6
- 7-more

When you check into a hotel you can instantly determine if you will have a pleasurable experience?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I judge my stay on how well I am treated by employees?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I would prefer a male front desk person?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I always remember when I am helped by a member of the opposite sex?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I act differently when I am away from home?

Strongly Agree 1 2 3 4 5 Strongly Disagree

Do you think your friend would be received the same if they had a different attitude?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I take offense when these attitudes are being demonstrated?

Strongly Agree 1 2 3 4 5 Strongly Disagree

My friend will use manipulation to get a desired goal?

Strongly Agree 1 2 3 4 5 Strongly Disagree

The following questions deal with travel behavior.

I never travel alone?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I feel comfortable about myself.

Strongly Agree 1 2 3 4 5 Strongly Disagree

I always travel with a family member?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I will stay at the same hotel each time I travel?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I am comfortable staying anywhere as long as it is clean?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I do not notice hotel employees when I am staying at a hotel?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I keep to myself when I travel?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I focus on what amenities the hotel provides when I am a guest?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I eat in the hotel restaurant always when I travel?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I select the hotels that I stay at?

Strongly Agree 1 2 3 4 5 Strongly Disagree

This set of questions focus on your travel activities

I watch movies when I travel?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I go to plays and performances?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I go to the movie theatre?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I order in room movies at the hotel?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I use the fitness center at a hotel?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I use the concierge services for dining and entertainment recommendations?

Strongly Agree 1 2 3 4 5 Strongly Disagree

I seek out locals for recommendations on places to go?

Strongly Agree 1 2 3 4 5 Strongly Disagree

What is your overall attitude towards Ayres Suites as a brand?

Strongly Agree 1 2 3 4 5 Strongly Disagree

What is your attitude toward the Hilton Hotel?

Strongly Agree 1 2 3 4 5 Strongly Disagree

What is your attitude toward the Marriott Hotel?

Strongly Agree 1 2 3 4 5 Strongly Disagree

Instructions: *Please take the time to answer the following questions about yourself.*

On the average how many nights a year do you spend in hotels? _____

Age:

- 18-20
- 21-25
- 26-29
- 30-39
- 40-49
- 50-59
- 60-plus

What is your highest level of education completed? (Please check only one box)

- High School Diploma/GED
- Some College
- A.A./A.S.
- B.A./B.S.
- M.A./M.S.
- J.D.
- Ph.D.
- Other: (please indicate) _____

Gender

- Male
- Female

Marital Status

- Single
- Married
- Divorced

Household Income Level

- Less than 14,999
- 15,000 – 19,999
- 20,000 – 29,999
- 30,000 – 39,999
- 40,000 – 49,999
- 50,000 – 59,999
- 60,000 – 74,999
- 75,000 - 99,999
- 100,000 or more

Thank you!

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